

# Sustaining the Future Civilian Workforce

## DoD's Strategic Human Capital Management

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**H**ow do you ensure you have the talent you need to meet mission requirements, now and in the future, in the face of looming retirements and new mission focus areas? That is a question that Patricia Bradshaw, the deputy under secretary of defense for civilian personnel policy, has been dealing with over the last several years. Talent needs are particularly daunting for the Department of Defense acquisition community, which includes approximately 126,000 defense civilian and military members. Working collaboratively, however, the DUSD(CPP) and the Acquisition, Technology, and Logistics Human Capital Initiatives staff are crafting solutions to meet that challenge. They are also developing forecasting and competency models that hold promise for addressing both current and future capability requirements and competency gaps—powerful tools in the war for acquisition talent.

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The acquisition community is not the only DoD community undertaking this type of strategic planning and analysis. Strategic human capital management for the civilian workforce is crucial to building the DoD workforce of the future. Bradshaw leads the DoD human capital efforts on behalf of the under secretary of defense for personnel and readiness (USD[P&R]); in partnership with Dr. Carl Dahlman, the program executive officer for the Defense Human Capital Strategy Program. To address DoD workforce needs, Bradshaw, in collaboration with DoD and component leadership, developed a DoD Civilian Human Capital Strategic Plan focusing on:

- Ensuring DoD has world-class enterprise leaders
- Ensuring a mission-ready workforce
- Implementing a results-oriented performance system

- Deploying enterprise human resources support.

To institutionalize strategic human capital management within the department, the USD(P&R) issued a DoD instruction on Nov. 18, 2008, entitled "Civilian Strategic Human Capital Planning" (DoDI 1400.25, Volume 250). The instruction lays out an enterprise-wide functional community manager construct at the Office of the Secretary of Defense and component levels that will result in a more deliberate life cycle management of the DoD civilian workforce. Similar to the acquisition functional advisors/leaders established by DoD Instruction 5000.66, "Operation of the Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program," the functional community managers assist DoD leadership in maintaining the health of their career fields,



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from both a competency and capabilities perspective, and from an expeditionary and non-expeditionary perspective, thereby ensuring DoD has the talent it needs to meet mission requirements. Such visibility over critical requirements will enable DoD's leadership to better develop enterprise-wide strategies to meet future needs. The defense acquisition functional advisors/leaders are actively engaged in this initiative.

### Acquisition Human Capital Strategies

The DoD acquisition community has a new expedited hiring authority that will facilitate the recruitment of acquisition personnel. Authorized in the National Defense Authorization Act for fiscal year 2009, the authority allows the secretary of defense to identify and designate defense acquisition positions as falling within a shortage category. The designation authority normally resides with the director for the Office of Personnel Management (OPM). Such a designation would enable DoD to use an expedited process for hiring personnel, thereby reducing the time it takes to recruit.

A Dec. 23, 2008, joint memorandum from John J. Young Jr., under secretary of defense for Acquisition, Technology and Logistics, and Dr. David S. C. Chu, then the USD(P&R), to the secretaries of the military departments and directors of defense agencies identifies defense acquisition shortage category positions, provides implementing guidance for using the authority, and provides an avenue for the appointment of Science, Mathematics and Research for Transformation (SMART) Defense Scholarship for Service Program participants into DoD acquisition shortage category positions. (See [www.asee.org/fellowships/smart](http://www.asee.org/fellowships/smart) for more information

on SMART.) Those authorities are available for use through Sept. 30, 2012.

Shortage category positions covered under the authority are Defense Acquisition Workforce Improvement Act (DAWIA) positions at the mid- and high-grade/band levels in all career fields except for the purchasing and manufacturing and the industrial property management career fields. To be eligible to be hired under the authority, applicants must meet the OPM and DoD qualification requirements and be assessed as highly qualified for the position.

In addition to the expedited hiring authority, DoD will also be pursuing a streamlined approach to filling its entry-level acquisition positions and look into providing additional compensation flexibilities to aid in retention.

### Other Recruitment Initiatives

On Sept. 28, 2008, President George W. Bush signed Executive Order 13473, which authorizes noncompetitive appointments in the federal government for spouses of certain members of the armed forces, providing selecting officials another streamlined recruitment source, as well as facilitating entry into federal careers for spouses. Release of implementing regulations on the new hiring authority is pending review by the new presidential administration.

DoD is also developing strategies to encourage applicants to recognize DoD as a preferred employer. Vacancy announcements are being improved by making them more user-friendly and by highlighting available DoD quality-of-life initiatives such as telework, alternate work schedules, wellness programs, and mass transit benefits. The Federal Acquisition Institute, together with OPM, has developed and published a streamlined, user-friendly vacancy announcement template for use in recruiting contract specialist positions. The template is available at [https://securemedia.newjobs.com/opm/ro/usajobs/rectools/contract\\_specialist\\_gs-1102\\_57\\_usajobs.doc](https://securemedia.newjobs.com/opm/ro/usajobs/rectools/contract_specialist_gs-1102_57_usajobs.doc) (accessible from government computers). The Office of the USD(P&R) encourages commands to use the template model when recruiting for contract specialist positions.

Recruitment efforts are further enhanced by the use of pay flexibilities for first-duty station moves, recruitment and relocation incentives, and student loan reimbursements. Those tools could improve DoD's ability to get the best talent possible in a competitive labor market.

DoD plans to pilot an enterprise staffing system in early spring 2009. Designed to more easily and better identify candidates with the skills needed for position vacancies, the system is expected to result in a much-improved candidate assessment and referral process. The ESS will have specific career recruitment marketing sites, one of which will focus on acquisition careers and current acquisition vacancies. ESS pilot sites have been identified, and business process maps



have been finalized. Once the pilot is completed, an assessment will be conducted to determine whether the system should be deployed throughout DoD.

### The 21<sup>st</sup> Century Executive

DoD has diverse civilian leaders who effectively manage people in a joint environment, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement across the enterprise. Under the 21<sup>st</sup> Century Initiative, the department will broaden an executive's skillset to include multi-joint and -interagency experiences.

"Many people are excited about this; especially the younger generation. ... They're enthused that someone *does* want them to grow and develop and not become stagnant in one area," said Bradshaw regarding the initiative.

A USD(P&R) memorandum released Dec. 31, 2008, "Joint Experience Requirements for Career Senior Executive Service Leaders," provides guidance for implementing three DoD-unique competencies in support of the 21<sup>st</sup> Century Initiative—joint perspective, enterprise perspective, and national security perspective. Those competencies will serve as prerequisites for entry into and assignment within senior executive service positions and for SES continual development, including the positions designated as SES national security professional development (NSPD) (see <[www.nspd.gov](http://www.nspd.gov)> for more information).

DoD will use a phased approach for the implementation of the 21<sup>st</sup> Century Initiative, and by Jan. 1, 2012, the department will require the demonstration of the three unique

competencies as prerequisites for entry into and assignment to NSPD-designated SES positions, enterprise SES positions, and tier 2 and 3 SES positions.

### Expeditionary Workforce

In support of the nation's military force and to assist in meeting surge requirements of a contingency or humanitarian nature, DoD is developing a Civilian Expeditionary Workforce—a pre-identified, ready, trained, and security-cleared cadre of civilian personnel. Within the CEW, there will be four categories of employees:

- **Emergency Essential.** These employees occupy positions that have been designated to support combat operations in a combat zone in accordance with Title 10 U.S.C.1580. It is a position-based designation and is, therefore, a condition of employment.
- **Non-Combat Essential.** These employees occupy positions that support non-combat missions such as responses to natural disasters. It is a position-based designation and is, therefore, a condition of employment.
- **Capability-Based Volunteers.** These employees voluntarily identify skills and competencies, outside the scope of the positions they occupy, that may be needed to meet emergency essential and non-combat essential surge requirements. Due to its voluntary nature, acceptance of assignments is not a condition of employment.
- **Capability-Based Volunteers Former Employee Volunteer Corps.** These are former employees who would be prepared to support emergency essential, non-combat essential, and capability-based volunteers employee backfill or deployed requirements.


Ongoing efforts to create a civilian expeditionary contracting team is an integral part of this overall initiative. DoD Directive 1404.10, which sets forth DoD's policy on the CEW, was issued in January 2009. Currently, the department is recruiting civilians for more than 400 positions worldwide, including Iraq and Afghanistan. For more information on CEW vacancies, please go to <[www.cpmc.osd.mil/expeditionary](http://www.cpmc.osd.mil/expeditionary)>.

### Key to Success

DoD has an ambitious human capital agenda, with many supporting initiatives. Success in meeting the agenda is dependent on the continued partnership and attention of the DUSD(CPP) office, component human resource service providers, and the department's functional leadership. Working together across the DoD enterprise will move DoD closer to accomplishing its human capital initiatives, allowing the department to build and sustain a workforce for the future.

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